



License Holder Performance Management Guide

Ontario Player Development League (OPDL)

Assessment Guide for OPDL License Holders

September 18th, 2017

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Play. Inspire. Unite.

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Overview

The Ontario Player Development League (OPDL) is a part of the Talented Pathway under Ontario Soccer's Long-Term Player Development (LTPD) program. The vision for development within the Talented Pathway is that Ontario soccer players are given the opportunity to reach their full potential. The execution of this Talented Pathway vision will occur through what is known as the Talented Player Program (TPP).

Over time, how does one know if players are realizing their full potential? Providing clarity to this question is the role of the performance management process. The recognition of talent developing over time happens by observing players in games. However, the composite of multi-disciplinary activities and actions that take place behind the scenes that lead to talent developing are just as important to assess and review in the performance management process. Without this multi-disciplined approach, talent would develop in spite of and not because of the attributes of the system that is in place.

Ontario Soccer through planning, resources, and operational management, must create conditions that support OPDL License Holders towards developing the talented player. In turn, those License Holders, through developmentally appropriate training and competition, create conditions that support the TPP. And through the selection and development of players in the TPP, OPDL coaches receive the opportunity for their own support and growth. Better coaches means the opportunity to provide the OPDL soccer player with enhanced physical, technical, tactical and socio-emotional development. This will lead to greater competitive performance and therefore the eventual realization of talent. This is the vision of a healthy, cooperative and synchronized Talented Pathway.

Developing Stewardship

Development of the player within the Talented Pathway is a task that is shared jointly between OPDL License Holders and Ontario Soccer. A sense of mutual obligation should therefore exist between OPDL License Holders and Ontario Soccer.

In turn, this should make all involved realize that we are collaborating with each other and not competing against each other. The Performance Management process is not Big Brother watching. Rather it is an examination of the ability of both OPDL License Holders and Ontario Soccer to act together in the protection of the long-term welfare of the Talented Pathway player.

The assessment that occurs through the Performance Management process is targeted to develop the concept of stewardship. The targets set as a result of the assessment are there to enhance the strong feelings of duty shared by both the OPDL License Holders and Ontario Soccer towards the players of the Talented Pathway.



Aspects to be measured

The key feature of the Performance Management process is the annual performance review conducted with each OPDL License Holder at the end of the season. An OPDL License Holder is subject to assessment of its:

1. Long-term player development
2. Long-term coach development programs
3. Coach Development Program
4. Game day coach assessment
5. Finance and finance management
6. Governance and operations

These are the components that contribute to the multi-disciplinary approach of talent development at the License Holder level. The progress each OPDL License Holder makes in these seven areas determines the plan moving forward for the next season.

The Performance Management Process

The assessment that occurs under the Performance Management process is a three-phase approach. Prepare. Perform. Plan.

Prepare. Both Ontario Soccer and the OPDL License Holders take the time necessary to ensure that the assessment process will go efficiently and effectively. Activities in this phase include:

- Performance Management License Holder education
- Review of existing documentation on OPDL License Holders
- Acquisition from OPDL License Holders of new and/or updated documentation.
- Distribution of surveys to OPDL team head coaches and parents/players

Perform. Ontario Soccer works with each OPDL License Holder to conduct assessments in the six areas mentioned above. Activities in this phase can include:

- OPDL License Holder visits
- Game day observations
- Collection of surveys/evaluations/documentation

Plan. Intuitively feels like it should be the first step and not the last step of the process. However, Performance Management is cyclical in nature. So planning does represent the first step for the start of the next cycle of prepare-perform-plan. The planning phase is a chance for Ontario Soccer and each OPDL License Holder to agree to a performance improvement plan for the coming season. Activities in this phase include:

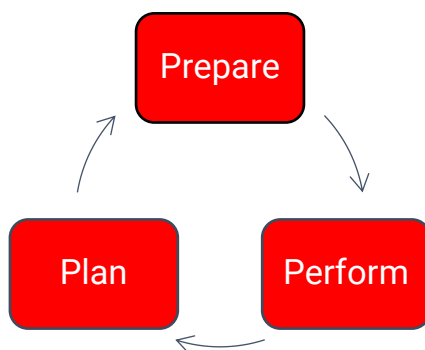
- Tabulation of data on each OPDL License Holder by Ontario Soccer
- Formulation of recommendations for each OPDL License Holder
- Annual performance review with each OPDL License Holder
- Creation of performance improvement plan for each OPDL License Holder



Accountability and the Road to Excellence

What happens to an OPDL License Holder who throughout the season is not able to adequately meet the programming standards?

Any License Holder that is struggling to meet standards will be informed of the issues and associated



fines.

Ontario Soccer will specifically outline the areas where the License Holder is failing to meet the standards. The License Holder will have 14 (fourteen) days to provide a corrective action report to the areas identified by Ontario Soccer.

What Your License Holder Needs To Do

Every OPDL game day will serve as key assessment opportunity for Ontario Soccer. Subsequently, Ontario Soccer will conduct License Holder visits. When it comes to these License Holder visits it will be important that:

1. The License Holder provides access to an appropriate meeting room when requested by Ontario Soccer
2. The License Holder has key OPDL technical and operational personnel available for the visit
3. The License Holder has key documents readily available.

Summary

It is evident that the OPDL License Holders have worked hard since the launch of OPDL to develop and maintain the high standards that are required to nurture and develop talent. Each OPDL License Holder has demonstrated different and unique strengths and challenges in the development of their programs.

There are fundamental principles associated with talent identification and development that are an integral part of developing high performance youth players. The Performance Management process outlined here aims to provide the feedback necessary to develop in all areas to achieve greater excellence whilst maintaining LTPD standards.



Checklist

Each assessment criteria has a corresponding checklist. Please see the following checklists, in order to become familiar with the various areas of assessment:

CRITERION 1 – LONG-TERM PLAYER DEVELOPMENT PATHWAY ASSESSMENT

Description:

The purpose of this criterion is to provide an evaluation of each OPDL license holder's programs to meet compliance with Long-Term Player Development (LTPD).

Evaluation Frequency:

Twice per year per OPDL license holder. Conducted through license holder site visits.

Scoring (High Performance):

- 0 – No Evidence
- 1 – Below Standard
- 2 – Meeting Standard
- 3 – Above Standard

Scoring (Grassroots):

- Below Standard
- Meeting Standard

High Performance	
HP 1a	Training Program highly emphasizes the development of individual skill and relationship/partnership orientated training for U13 & U14
HP 1b	Training program highly emphasizes the development of tactical group and unit orientated training U15 & U16
HP 2	Training Program includes the Goalkeeper being coached in either SSG, Functional, or Phase of Play environments
HP 3	Documented evidence that the training session aligns with session executed on the field. Session plan must include organization, key factors, progressions, observations.
HP 4	Training session consists of appropriate field size. Indoor: 30x40 yard area, Outdoor: 50x50 yard area.
HP 5	Staff Present at training session: Head Coach, Assistant Coach, Goalkeeper Coach
HP 6	One member of Technical Staff must show proof of valid First Aid Certified or physiotherapist on site
HP 7	Appropriate amount of equipment for each training session: bibs, cones/markers, inflated size 5 soccer balls.

Grassroots – Active Start	
AS 1	License Holder provides all coaches with curriculum and session plans that are age and stage appropriate?
AS 2	Coaches are implementing the Curriculum provided?
AS 3	License Holder incorporates physical literacy in to all practice sessions?
AS 4	License Holder implements correct Playing Format for Active Start? i.e. Parent and Child
AS 5	Coaches are encouraged to gain correct Ontario Soccer certification
AS 6	License Holder implements recommended practice duration of 30 - 45 minutes
AS 7	License Holder implements recommended season length (outdoor or indoor) 4-16 weeks



AS 8	License Holder is implementing the correct ball size for this stage of development. Size 3 or super light size 4
AS 9	Session Plan produced
AS 10	Coaches create a welcoming and friendly environment. The coaches communicate appropriately with the players.
AS 11	Coach to player ratio
AS 12	Documented and physical evidence that the clubs training programs strongly encourage and allow the players to make their own decisions and solve problems.
AS 13	Documented and physical evidence of a 4-corner approach to player development (especially for the psychological and socio-emotional corners)

Grassroots – FUNdamentals	
FD 1	License Holder provides all coaches with curriculum and session plans that are age and stage appropriate?
FD 2	Coaches are implementing the curriculum provided?
FD 3	License Holder incorporates physical literacy in to all sessions?
FD 4	At the u8 age group the License Holder offers recreational and development programs?
FD 5	License Holder implements the correct playing format for FUNdamentals?
	U6 - 3v3 (no GK)
	U7 - 4v4 (no GK)
	U8 - 4v4 (no GK) or 5v5
FD 6	Correct game day rosters sizes are being implemented?
	U6 - max 6
	U7 - max 8
	U8 - max 10
FD 7	License Holder is implementing the correct ball size for this stage of development. Size 3 or super light size 4
FD 8	License Holder implements recommended practice duration. 30 - 45 minutes
FD 9	License Holder implements recommended season length (outdoor or indoor) 12-16 weeks
FD 10	License Holder implements game day rosters and ensures player movement on a regular basis?
FD 11	License Holder is implementing the Player Development Model?
FD 12	Documented and physical evidence that the License Holder's training programs strongly encourage and allow the players to make their own decisions and solve problems.
FD 13	License Holder runs an inclusive program at the u8 development stage and does not hold tryouts where players are selected and de-selected based on ability?
FD 14	License Holder Implements recommendation for max 20 competition days per season and tracks each team?
FD 15	License Holder communicates and manages recommended playing time per player per game?
FD 16	License Holder does not exceed the max competition days per week and implements correct training to game ratio.
FD 17	License Holder implements game day rosters and ensures player movement on a regular basis?
FD 18	License Holder implements correct game duration?



	U6 - 30 minutes
	U7 and U8 - 40 minutes
FD 19	License Holder uses certified Game Leaders?
FD 20	License Holder implements pass in/dribble in?
FD 21	At the U8 age group the License Holder implements the retreat line at the correct location (1/2 way line) and has provided education to coaches, Game Leaders and parents?
FD 22	Players are placed on correct sized fields with correct sized goals?
FD 23	Coaches create a welcoming and friendly environment. The coaches communicate appropriately with the players.
FD 24	Coach to player ratio
	U6 - Maximum of 6 Players : 1 Coach
	U7 - Maximum of 8 Players : 1 Coach
	U8 - Maximum of 10 Players : 1 Coach
FD 25	GAG Methodology is used
FD 26	Documented and physical evidence that the clubs training programs strongly encourage and allow the players to make their own decisions and solve problems.
FD 27	Documented and physical evidence of a 4-corner approach to player development (especially for the psychological and socio-emotional corners)
FD 28	Coaches are encouraged to gain correct Ontario Soccer certification

Grassroots - Learn to Train	
LT 1	License Holder provides all coaches with curriculum and session plans that are age and stage appropriate?
LT 2	Coaches implement the curriculum provided?
LT 3	License Holder incorporates physical literacy in to all practice sessions?
LT 4	At the U9-U12 age group the License Holder offers recreational and development programs?
LT 5	License Holder implements correct playing formats for the Learn to Train Stage of development
	U9- U10 - 7v7
	U11- U12 - 9v9
LT 6	Correct game day roster numbers are being implemented?
	U9 - U10 - ideal 9 / max 12
	U11 - U12 - ideal 12 / max 16
LT 7	License Holder is implementing the correct ball size for this stage of development. Size 4 or super light size 5
LT 8	License Holder implements recommended practice duration. 45 - 70 minutes
LT 9	License Holder implements recommended season length (outdoor or indoor) 16 - 20 weeks
LT 10	License Holder implements game day rosters and ensures player movement on a regular basis?
LT 11	License Holder is implementing the Player Development Model?
LT 12	Documented and physical evidence that the clubs training programs strongly encourage and allow the players to make their own decisions and solve problems.



LT 13	License Holder runs an inclusive program at the u9-U12 development stage and does not hold tryouts were players are selected and de-selected based on ability?
LT 14	License Holder implements recommendation for max 20 competition days per season and tracks each team?
LT 15	License Holder communicates and manages recommended playing time per player per game?
LT 16	License Holder does not exceed the max competition days per week and implements training to game ratio.
LT 17	License Holder implements correct game duration?
	U9-U10 - 50 minutes
	U11 -U12 - 70 minutes
LT 18	License Holder implements offside at the U11-U12 age groups?
LT 19	License Holder implements pass in at the U9-U10 age groups?
LT 20	At the U9-U12 age groups the License Holder implements the retreat line at the correct location (1/3 line) and has provided education to coaches and parents?
LT 21	Players are placed on correct sized fields with correct sized goals?
LT 22	Session Plan produced
LT 23	Coaches create a welcoming and friendly environment. The coaches communicate appropriately with the players.
LT 24	Coach to player ratio
	U8 - Maximum of 10 Players : 1 Coach
	U9 & U10 - Maximum of 12 Players (Ideal 9) : 1 Coach
	U11 & U12 - Maximum of 16 (Ideal 12) : 1 Coach
LT 25	GAG Methodology is used
LT 26	Documented and physical evidence that the clubs training programs strongly encourage and allow the players to make their own decisions and solve problems.
LT 27	Documented and physical evidence of a 4-corner approach to player development (especially for the psychological and socio-emotional corners)
LT 28	Coaches are encouraged to gain correct Ontario Soccer certification



CRITERION 2 – LONG-TERM COACH DEVELOPMENT PATHWAY ASSESSMENT

Description:

The purpose of this criterion is to provide an evaluation of each OPDL license holder's programs to provide for long-term coach development.

Evaluation Frequency:

Twice per year per OPDL license holder. Conducted through license holder site visits.

Scoring (High Performance):

- 0 – No Evidence
- 1 – Below Standard
- 2 – Meeting Standard
- 3 – Above Standard

Scoring (Grassroots):

- Below Standards
- Meeting Standards

High Performance	
HP 1	Provided an updated digital copy of Long-Term coach Development plan for U13-U17 coaches to associated Regional manager prior to the visit.
HP 2	Has a systematic method of recruiting, selecting/hiring and assigning OPDL Coaches
HP 3	All OPDL coaching methodology reflects different coaching styles (demonstration, question & answer, guided discovery) that encourage players to engage in problem solving/ decision making.
HP 4	Technical Director or assigned Mentor Coach is made available to U13-U17 coaches in training and game environments. It is recommended that the Mentor Coach be a minimum LF Trained.
HP 5	Has a systematic plan for assessment of all OPDL Coaches. Recommended alignment with LF assessment process.
HP 6	Financial professional development offered beyond mandatory certification courses and in-house clinics/seminars is available for all OPDL Coaches.
HP 7	Must provide Technical calendar via the Performance Management Platform with regular scheduled meetings with OPDL Staff
HP 8	All Coaches have access to appropriate PEAK performance support structures to support the system (i.e. compensation, coaching equipment/clothing, sport science, performance analysts, physiotherapists, sport psychologists, nutritionists).
HP 9	Professional development beyond mandatory certification courses and in-house clinics / seminars is available for all U13-U17 coaches.

Grassroots	
GR 1	License Holder can Provide a long-term coach development plan.
GR 2	All coaches are applying the principles of LTPD.
GR 3	The License Holder has a systematic method of recruiting, selecting/hiring and assigning coaches.
GR 4	License Holder can provide an excel spread sheet with all development/competitive coaches information including Ontario Soccer # current coaching certification, MED # AND RI's #
GR 5	All development / competitive coaches have completed for the current season Making Ethical Decisions.



GR 6	All development / competitive coaches have completed for the current season a stage-appropriate LTPD certification course.
GR 7	There are currently eight or more coaches that have a Pre B/ C Licence or Provincial B certification as their key designation.
GR 8	There are currently four or more coaches that have a National B certification as their key designation.
GR 9	Mentor coaching is made available to Grassroots coaches
GR 10	Has a systematic plan for assessment of all Grassroots coaches.
GR 11	Professional development beyond mandatory certification courses and in-house clinics / seminars is available for all Grassroots coaches.
GR 12	Regular two-way communication exists between coaches and organization.
GR 13	All coaches have access to appropriate system support (i.e., technical resources, compensation, access to expertise, coaching clothing)
GR 14	Less than 25% turnover of all coaches.
GR 15	A minimum of 4 in house coach education sessions are provided for all recreational coaches each year.
GR 16	A minimum of 6 in house coach education sessions are provided for all development/competitive coaches each year.
GR 17	Evidence that coaches within the program employ a variety of coaching styles and not only the command/direct styles.



CRITERION 3 – COACH DEVELOPMENT PROGRAM

Description:

The Coach Development Program (CDP) is designed to support individual coach performance within the OPDL environment. The program includes online modules, attendance and participation at the Provincial Screening Competition Weekend(s), attendance at all OPDL workshops/education sessions throughout the year and coach assessment.

Successful completion of entire program might exempt participation in the following year.

Evaluation Frequency:

U13 Age Group

Provincial B Coaches

1. OPDL Coaching Certificate Level I
2. National B Prep Workshop
3. One Game Day Co-Facilitation, Pre brief Support & De Brief
4. One Game Day Observation, Pre brief, De brief & Developmental Action Plan

National B Coaches

1. OPDL Coaching Certificate Level I
2. One Game Day Co-Facilitation, Pre brief Support & De Brief
3. One Game Day Observation, Pre brief, De brief & Developmental Action Plan

U14 & Older

1. One Game Day Observation, Pre brief, De brief & Developmental Action Plan

Data/Evidence Gathering Methods:

U13 Age Group and new coaches to OPDL

- Active demonstration of best practices
- Live observation of coach by Ontario Soccer
- (Potentially) Video of coach and game.
- Debriefing/interview of coach by Ontario Soccer

U14 & Older

- Live observation of coach by Technical Director.
- (Potentially) Video of coach and game.
- Debriefing/interview of coach by Technical Director.

Game Day Observation - Rubrics

Grade	Score	Outcome of participation in the CDP the following year
Above Standard	58-87	Exempted from CDP
Meets Standard	48-57	Game Day Observation conducted by Technical Director
Below Standard	Below 48	Game Day Co-Facilitation and Game Day Observation conducted by Ontario Soccer



CRITERION 4 – GAME DAY COACH ASSESSMENT & GAMEDAY ASSESSMENT

Description:

The Game Day Coach Assessment Tool is designed to support individual coach performance when leading a team in competition. It features a simple rating scale “Need Improvement, Meets Expectations, Exceeds Expectations” for criterion across Psychological/Mental, Social/Emotional, Physical, and Technical/Tactical aspects of coaching. Each criterion also provides space for comments by Ontario Soccer staff and self-reflection by the coach.

Provided the Match Day Protocol Prior to the Game Day Assessment

0	No Evidence	Coach did not provide the Match Day Protocol prior to the Match Day Assessment
1	Below Standard	Coach provided an incomplete Match Day Protocol form prior to the Game Day Assessment <u>or</u> did not follow the protocol form
2	Meets Standard	Coach provided a complete Match Day Protocol form prior to the Game Day Assessment and followed the protocol form
3	Above Standard	Coach provided a complete Match Day Protocol form prior to the Game Day Assessment and followed the protocol form and provided additional detail

Pre-Game Organization – Change room set up, Technology set up, Stats Prep, & Tactics Board set up

0	No Evidence	Coaching Staff did not have any show/provide any Pre-Game organisation
1	Below Standard	Coaching Staff demonstrated minimal preparation prior to pre-game meeting. i.e. limited visual aids, no stats determined prior to match
2	Meets Standard	Coaching Staff demonstrated a good sense of organisation prior to pre-game meeting with visual aids, pre-determined stats forms.
3	Above Standard	Coaching Staff demonstrated a good sense of organisation prior to pre-game meeting with visual aids, pre-determined stats form, technology set up and change room set up.

Coach outlined three (3) objectives (individual, Unit, Team) prior to the team warm up

0	No Evidence	Coaching Staff did not outline any objectives during pre-game meeting
1	Below Standard	Coaching Staff outlined 1-2 objectives development objectives <u>but</u> not connected to week’s training
2	Meets Standard	Coaching Staff outlines three development objectives for the players that relates to the past week’s training curriculum.
3	Above Standard	Coaching Staff outlines three detailed development objectives for the player with metrics that relates to the past week’s training curriculum. If GK Coach is not present, one member of Technical Staff addresses GK and provides individual objectives aligned with the team objectives if applicable.

Players sent for treatment prior to warm up

0	No Evidence	Coaching Staff did not allow players to seek treatment prior to warm up
1	Below Standard	Coaching Staff allows players to seek treatment during warm up
2	Meets Standard	Coaching Staff allows players to seek treatment prior to warm up or no player requires treatment



3	Above Standard	Coaching Staff allows players to seek treatment prior to pre-game team meeting and is in attendance to seek status of players.
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Pre-Game Organization – Field & Bench set-up

0	No Evidence	Coaching Staff did not set up the field or provide any instruction on how to organize the bench as players arrive to the field for warm up.
1	Below Standard	Coaching staff is setting up the field while the players are warming up and/or bench is unorganized
2	Meets Standard	Coaching Staff has the field set up for the warm up and instructs the players on how to organise the bench when they arrive at the field for warm up.
3	Above Standard	Coaching Staff has the field set up for the warm up and instructs the players on how to organise the bench when they arrive at the field for warm up. Organizes Coaching Staff to optimize observation and feedback to players (i.e. GK at end of bench, Assistant and Head Coach sitting together)

One Staff member tasked with completing all Game Day paperwork prior to team warm up

0	No Evidence	Coaching Staff did not assign or complete all Game Day paperwork prior to the team warm up
1	Below Standard	Head Coach is completing paperwork or does not have all of the paperwork completed
2	Meets Standard	Assistant Coach has all the Game Day paperwork completed prior to team warm up
3	Above Standard	Team Manager has all the Game Day paperwork completed prior to team warm up

Head Coach or Assistant Coach monitored the time of the warm-up and the quality of the players' movements throughout the four stage warm up

0	No Evidence	Coaching Staff was not monitoring the time of the warm up and the quality of the players' movements
1	Below Standard	Coaching staff monitored the time of the warm up but did not monitor the quality of the players' movements, or did not complete all four of the stages in the warm up
2	Meets Standard	Coaching staff monitored the time of the warm up and the quality of the players' movements with completing all four of the stages in the warm up
3	Above Standard	Coaching staff monitored the time of the warm up and the quality of the players' movements. Completes all four of the stages in the warm up and integrates feedback. Provides adequate hydration and recovery for players.

Head Coach, Assistant Coach or Goalkeeper Coach to monitor the time of the warm up and the quality of the goalkeeper third or fourth stage of their warm up

0	No Evidence	Coaching Staff was not monitoring of the time of the warm up and the quality of the players' movements
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1	Below Standard	Coaching staff monitored the time of the warm up but did not monitor the quality of the players' movements, or did not complete all stages in the warm up
2	Meets Standard	Coaching staff monitored the time of the warm up and the quality of the players' movements with completing all stages in the warm up
3	Above Standard	Coaching staff monitored the time of the warm up and the quality of the players' movements. Completes all stages in the warm up and integrates feedback. Provides adequate hydration and recovery for players.

Coach is able to communicate defined roles within the team to players on the field and substitute players.

0	No Evidence	The coach does not communicate to the players about their roles
1	Below Standard	The coach sometimes communicates to players on the field with clarity.
2	Meets Standard	The coach communicates clearly to players on the field <u>and</u> to substitutes prior to entering the field.
3	Above Standard	The coach communicates with consistency at key moments during the course of the game with clarity and to substitutes prior to entering the field.

Coach allowed for an adequate amount of time for substitutes to warm up before entering the game.

0	No Evidence	Substitutes were always off the bench and straight into the game with no warm-up.
1	Below Standard	Substitutes did not warm up with Technical Staff supervision.
2	Meets Standard	All substitutes were warmed up under Technical Staff supervision periodically through the game for an adequate amount of time.
3	Above Standard	Substitutes were warmed up under Technical Staff supervision with adequate time to prepare (minimum of 5 minutes to prepare with the proper warm up according to climate conditions).

Coach positively reinforces to the players respect for the officials and their decisions

0	No Evidence	Coaching Staff did not reinforce respect for the officials.
1	Below Standard	Coaching Staff sometimes reinforced respect for the officials.
2	Meets Standard	Coaching Staff always reinforced and demonstrated respect for the officials.
3	Above Standard	Coaching Staff ensures both Staff and players shake referee's hands on conclusion of the match

Coaching Staff allows players to recover, hydrate, or address any injuries if required and reflect on the game

0	No Evidence	Coaching Staff addresses the team immediately when they come off the field during intervals throughout the game.
1	Below Standard	Coaching Staff addresses the team immediately when they come off the field during one of the interval.



2	Meets Standard	Coaching Staff allows for players to recover, hydrate, addresses any injuries if required and reflect prior to addressing the team.
3	Above Standard	Coaching Staff allows for players to recover, hydrate, addresses any injuries if required and reflect and ensures all players are present & healthy prior to addressing the team.

Coaching staff consults and reflects stats/objectives prior to addressing team in relation to predetermined objectives

0	No Evidence	Coaching Staff does not consult at the beginning of each interval to reflect
1	Below Standard	Coaching Staff consults at the beginning of each interval to reflect <u>without</u> discussing the predetermined objectives
2	Meets Standard	Coaching Staff consults at the beginning of each interval to reflect and discusses the predetermined objectives
3	Above Standard	Coaching Staff consults at the beginning of each interval to reflect and discusses the predetermined objectives with statistics and equal input from all Technical Staff. If GK Coach is not present one of the Technical Staff must address the GK on their objectives.

Coach facilitates questions and discussion on game objectives within small group or team pre-game, at intervals and post-game.

0	No Evidence	The coach does all the talking during these intervals <u>or</u> forgets to make the time <u>or</u> does not reference objectives.
1	Below Standard	The coach discusses the game objectives <u>but</u> also focuses discussion on other areas that are not relevant to the objectives.
2	Meets Standard	The coach allows for opportunities for group discussion.
3	Above Standard	The coach is highly conscientious of the importance of group discussions <u>and</u> makes the required time for the team to discuss the objectives and engages the players to solve how to achieve each of them. Coach also looks to modify the metrics based on the success of the team or the game.

Use of visual aids (tactical board, posters, cones, diagrams) to address team objectives

0	No Evidence	The coach explains things to players in the absence of visual aids.
1	Below Standard	The coach uses visual aids to address tactics outside of the team objectives.
2	Meets Standard	The coach uses visual aids to address team objectives.
3	Above Standard	The coach uses visual aids to address team objectives in relation to the state of the game.

Coach allows players time to ask questions related to the game objectives

0	No Evidence	The coach does all the talking <u>or</u> forgets to ask if there are any questions.
1	Below Standard	The coach allows some time for questions to be asked <u>but</u> not all questions get addressed.
2	Meets Standard	The coach is highly conscientious of the needs of the players to ask questions <u>and</u> makes the required time for them.



3	Above Standard	The coach is highly conscientious of the needs of the players to ask questions <u>and</u> makes the required time for them and allows for the team to solve the questions.
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Coach showed tactical understanding and flexibility throughout the game for U15 & U16 age groups. Allowed for players to solve and find solutions at the U13 & U14 age groups.

U15 & U16

0	No Evidence	Coach provides no information during the course of the game or consistently provides information to the player on the ball throughout the game
1	Below Standard	Coach provides direct decision making information to players on the ball while the game is in play.
2	Meets Standard	Coach provides information to player at key times during the game that are question in nature versus direction to players away from the ball when in and when not in possession.
3	Above Standard	Coach provides tactical information in relation to the opposition and the state of the game to players away from the ball when in and when not in possession.

U13 & U14

0	No Evidence	Coach provides no information during the course of the game or consistently provides information to the player on the ball throughout the game
1	Below Standard	Coach provides direct decision making information to players on the ball while the game is in play.
2	Meets Standard	Coach provides information to player at key times during the game that are question in nature versus direction
3	Above Standard	Coach provides information to player at key times during the game that are question in nature versus direction to players away from the ball when in and when not in possession.

Head Coach or Assistant Coach supervised/monitored the players' nutrition and hydration pre-game, during intervals and post-game.

0	No Evidence	Coaching Staff does not provide time for players to hydrate throughout the game.
1	Below Standard	Coaching Staff does not allow for sufficient time for players to hydrate prior or throughout the game.
2	Meets Standard	Coaching Staff allows for sufficient time for players to hydrate prior and throughout the game. Also addresses nutritional requirements post game.
3	Above Standard	Coaching Staff allows for sufficient time for players to hydrate prior and throughout the game. Also addresses correct nutritional requirements post game.

Coaching staff displays a clear understanding of their roles pre-game, at halftime and post-game

0	No Evidence	There is little organization between coaches <u>and</u> no delegation of tasks (i.e., head coach controls everything).
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1	Below Standard	There is some organization between coaches <u>and</u> some delegation of tasks (i.e., head coach controls most things).
2	Meets Standard	There is organization between coaches <u>and</u> all coaches on staff are well utilized <u>and</u> involved with efficiency.
3	Above Standard	There is organization between coaches <u>and</u> all coaches on staff are well utilized <u>and</u> involved with efficiency for mentorship purposes.

Coach effectively communicates to individual players, units and the team as a whole throughout the game.

0	No Evidence	The coach does not reinforce any objectives during the game.
1	Below Standard	The coach communicates to the team on result orientated outcomes rather than tasks/objectives.
2	Meets Standard	The coach communicates to individuals and units on tasks and objectives during the course of the game during appropriate times.
3	Above Standard	The coach communicates to individuals and units on tasks and objectives during the course of the game at appropriate times. Their communication reflects tactical objectives that relates to the state of the game.

Coach maintains a positive approach and utilises positive communication pre-game, at halftime and post-game

0	No Evidence	The coach's communication via verbal and body language portray an attitude of pessimism <u>and</u> negativity.
1	Below Standard	The coach's does not provide a balance approach of positive and constructive feedback.
2	Meets Standard	The coach provides a balance of positive and constructive feedback that reflects on the positive player mindset.
3	Above Standard	The coach provides a balance of positive and constructive feedback that reflects on the positive player mindset towards objectives and tasks.

Coach uses different types of coaching styles including command, Q&A and guided discovery

0	No Evidence	The coach relies solely on one style.
1	Below Standard	The coach uses coaching styles incorrectly.
2	Meets Standard	The coach is able to correctly and consistently use multiple coaching styles.
3	Above Standard	The coach uses multiple coaching styles at appropriate moments to maximize player performance.

Statistics are collected and referenced throughout the match

0	No Evidence	No stats were collected or referenced. Players did not have a clear understanding of team objectives in relation to metric goals.
1	Below Standard	Some stats were referenced but not aligned with team objectives. Players showed a mixture of levels of understanding of their objectives in relation to metric goals.
2	Meets Standard	Stats were taken and referenced based on the team objectives that were communicated during the pre-game meeting that were related to metric goals.
3	Above Standard	A wide variety of stats were referenced and the connection between them and the team objectives was made clear to reflect positively.



		The majority <u>or</u> all players showed a heightened understanding of their objectives.
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Coaching staff is dressed professionally (i.e. no flip flops, hats backwards)

0	No Evidence	
1	Below Standard	Coaching Staff were not dressed appropriately and were wearing non-club uniforms.
2	Meets Standard	Coaching Staff was dressed appropriately with the appropriate footwear.
3	Above Standard	Coaching Staff was dressed the same. Appropriately aligned with club coaching uniform.

Head Coach or Assistant Coach supervised/monitored the players' cool-down

0	No Evidence	There was no cool-down.
1	Below Standard	There was a disorganized cool-down with no presence of coaches with no direction from coaches.
2	Meets Standard	There was a correct physiological cool-down with presence <u>and</u> direction from a member of the Coaching Staff
3	Above Standard	There was a cool-down featuring good coach interaction and correct information on quality of the cool down.

Coach reviewed the outlined objectives (Team) and referenced statistics and practical examples to support the debrief

0	No Evidence	Players were not able to relate outcomes in relation to team objectives. No stats were collected or referenced to support. Coaching Staff highlights the negatives of the team's performance throughout the game debrief.
1	Below Standard	Players were able to relate outcomes in relation to team objectives. No stats were collected or referenced to support. Coaching staff highlighted heavily on the negatives of the team's performance and slightly on the positives in the game debrief
2	Meets Standard	Players were able to relate outcomes in relation to team objectives. Stats were taken and referenced based on the team objectives that were communicated during the pre-game meeting. Coaching Staff evenly highlighted the constructive and negative feedback during the game debrief
3	Above Standard	Players have been communicated that they will be provided game footage to reflect on the game objectives for growth opportunities. Individual players are being addressed in a positive or constructive manner after team debrief.

Player recovery & treatment is taken into consideration before players are dismissed

0	No Evidence	There was no communication.
1	Below Standard	There was some communication <u>but</u> incorrect information provided to the players.
2	Meets Standard	There was correct communication for players in order to reinforce player compliance and understanding.



3	Above Standard	Players addressed via Q&A on the best way to address their injuries and post-match recovery (i.e. rehab, ice bath, electrolyte refuelling, protein intake within 20 min)
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Central Venue Observation Checklist

Pregame	Technical staff member Supervised/monitored the warm-up including GK's.	
	The players' hydration requirements are met (i.e. water bottles are available)	
	Technical Staff Present	
	<ul style="list-style-type: none"> • Head coach 	
	<ul style="list-style-type: none"> • Assistant coach 	
	<ul style="list-style-type: none"> • Female coach for female teams • GK coach 	
During Play	Technical staff showed respect for Match Officials	
	Technical staff used a positive approach when communicating with the players on and off the field	
	Technical Staff Supervised/monitored substitutes to warm-up prior to coming into play	
	Team plays with a 4-3-3 formation	
	Was there a possession based style of play	
	Was the intention to build up attacks from the back including GK	
Interval	Allowed time for Player recovery, reflection and individual feedback & Treatment (AT)	
	Technical staff Used visual aids	
	Technical Staff Supervised/monitored substitutes to warm-up prior to coming into play	
Post-Game	Allowed time for Player recovery, reflection and individual feedback & Treatment (AT)	
	Technical staff Supervised/monitored the players' cool-down	
	Players, Team Personnel and Parents conducted themselves appropriately before, during and after the game	



CRITERION 5 – FINANCE & FINANCE MANAGEMENT ASSESSMENT

Directions:

The purpose of this criterion is to provide an evaluation of each OPDL license holder's programs to meet the financial requirements of the OPDL as they pertain to the participating age groups.

Data/Evidence:

- Audited Financial Statement from previous fiscal year
- Organization has a debt ratio no higher than 1
- Organization has a current ratio no lower than 1
- Financial Policies (update)
- Annual Operating budget currently in effect
- Board approval (minutes) for budgets currently in effect
- Filings – T2, T1044, HST (as applicable)
- Annual Return or Notice of Assessment

Evaluation Frequency:

Once per year per OPDL license holder. Deadline to submit documentation to Ontario Soccer is June 30th of each year.

		Yes	No	N/A
A	Financial Statements			
1	The annual financial statements are audited with an unqualified opinion.			
2	Auditor's management review letter and License Holder's response letter to the auditor's letter included.			
3	Has a system of internal controls which is reviewed annually.			
B	Financial Projections			
4	Can discern with clarity that their dollar allocation is generally in line with their priorities.			
5	Operating budget(s), capital budget(s) and cash flow projections are reported against on a periodic basis.			
C	Financial Planning			
7	Generates sufficient revenue to support organization's administration and program services.			
D	Credible Accounting Procedures			
8	Has a formal, documented, and detailed accounting process that includes all aspects of managing the organization's money.			
9	Has a filing system that allows easy retrieval of all supporting documentation.			
10	Has ensured automatic back-ups of all financial information.			
E	Fraud Management			
11	Files all statutory and legal documents.			
12	Two people accepting and accounting for each other during events that involve receiving or paying cash or signing cheques.			



CRITERION 6 – GOVERNANCE AND OPERATIONS ASSESSMENT

Directions:

The purpose of this criterion is to provide an evaluation of each OPDL license holder's programs to meet the governance and operations requirements of the OPDL License Holder.

Data/Evidence:

- Policies in place and implementation
 - Code of Conduct (Players, Coaches)
 - Concussion Policy
 - Injury Prevention Policy
 - Screening Policy
 - Respect/Harassment Policy
 - Conflict of Interest Policy
 - Zero Tolerance Policy
- Planning
 - Strategic Plan (Update and performance indicators)
 - Operational Plan (Update and performance indicators)
- Insurance
 - D & O
 - Liability
- Staffing
 - Evaluation Process
 - Training Process
 - Organization Chart
- OPDL Weekly Evaluation Completion
- Compliance to OPDL Standards
- Host Venue Evaluation Report

Evaluation Frequency:

Once per year per OPDL license holder. Deadline to submit documentation to Ontario Soccer is June 30th of each year.


	Criterion	Yes	No	N/A
1.	The Board represents the interests of the License Holder and its stakeholders and brings the proper balance of expertise to the organization.			
2.	Board membership is well managed around the notion of succession planning with new members receiving education and training.			
3.	Strategic plan is based on sound planning principles.			
4.	The plan includes expected shorter-term and longer-term outcomes.			
5.	The Board recruits, hires, sets salary, and evaluates the performance of the Executive Director/GM/CEO and oversees succession of that position and other key staff.			



6.	Employees and volunteers receive the information, training and feedback they need for optimal job performance.			
7.	The Board determines the organization's mission, sets policy, and assesses and approves programs and services that are appropriate to that mission.			
8.	The Board ensures that the organization is in compliance with regulations affecting non-profit organizations and has sound risk-management practices.			
9.	Strategic plan is guided by organization mission.			
10.	Plan takes into account organization strengths, weaknesses, opportunities and challenges.			
11.	All stakeholders are included in the planning process.			
12.	Organization activities are tied to strategic plan, with a minimum of distractions by crises.			
13.	Organization uses its own outcome data as well as demographics, statistics on relevant community issues, and information on best practices to plan improvements to services.			
14.	Organization sustain a minimum of 80% response to OPDL weekly surveys			
15.	Organization complies with OPDL standards established on Appendix B of the OPDL Licensing Agreement			
16.	Organization sustain a minim of 80% score on the Host Venue Evaluation Report			



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